Calhoun: The NPS Institutional Archive

DSpace Repository

Theses and Dissertations | 1. Thesis and Dissertation Collection, all items

2004-12

Marketing the joint Naval Postgraduate School of Business and Public Policy and University of Maryland, Robert H. Smith School of Business, defense focused Masters in Business Administration to active duty military officers

McGowan, Dennis M.

Monterey, California. Naval Postgraduate School

http://hdl.handle.net/10945/9909

This publication is a work of the U.S. Government as defined in Title 17, United States Code, Section 101. Copyright protection is not available for this work in the United States.

Downloaded from NPS Archive: Calhoun

http://www.nps.edu/library

Calhoun is the Naval Postgraduate School's public access digital repository for research materials and institutional publications created by the NPS community. Calhoun is named for Professor of Mathematics Guy K. Calhoun, NPS's first appointed -- and published -- scholarly author.

Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943

NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

MBA PROFESSIONAL REPORT

Marketing the Joint
Naval Postgraduate School of Business and Public Policy and
University of Maryland, Robert H. Smith School of Business,
Defense Focused Masters in Business Administration
To Active Duty Military Officers

By: Dennis M. McGowan
December 2004

Advisors: **Becky Jones**
Mary Malina

Approved for public release; distribution is unlimited.

THIS PAGE INTENTIONALLY LEFT BLANK

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington D.C. 20503.			
1. AGENCY USE ONLY ***(Leave blank)***	**2. REPORT DATE** December 2004	**3. REPORT TYPE AND DATES COVERED** MBA Professional Report	
4. TITLE AND SUBTITLE: Marketing the Joint Naval Postgraduate School of Business and Public Policy and University of Maryland, Robert H. Smith School of Business, Defense Focused Masters in Business Administration To Active Duty Military Officers			**5. FUNDING NUMBERS** N/A
6. AUTHOR(S) Dennis M. McGowan			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000			**8. PERFORMING ORGANIZATION REPORT NUMBER**
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) N/A			**10. SPONSORING / MONITORING AGENCY REPORT NUMBER**
11. SUPPLEMENTARY NOTES The views expressed in this report are those of the author(s) and do not reflect the official policy or position of the Department of Defense or the U.S. Government.			
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.			**12b. DISTRIBUTION CODE**

ABSTRACT (maximum 200 words)

In April 2001, the Naval Postgraduate School's Graduate School of Business and Public Policy (NPS GSBPP), and the University of Maryland (UMD), Robert H. Smith School of Business embarked on a joint venture to provide a defense focused Masters in Business Administration (MBA) to military service members and Department of Defense (DoD) civilians living in the metropolitan Washington, D.C., area. This program is commonly called the Joint MBA (JMBA). Through market research; Strength, Weakness, Opportunities and Threat Analysis; analysis of consumer buying; behavior and consideration of product life cycle; this marketing plan establishes an overarching marketing strategy for the JMBA. The strategy includes a product mission, marketing objectives, positioning, communication channels, the JMBA message and a description of managing the JMBA marketing process.

14. SUBJECT TERMS Marketing Plan, SWOT Analysis, Joint MBA, Defense MBA, Naval Postgraduate School, University of Maryland, Smith School of Business and Public Policy			**15. NUMBER OF PAGES** 85
			16. PRICE CODE N/A
17. SECURITY CLASSIFICATION OF REPORT Unclassified	**18. SECURITY CLASSIFICATION OF THIS PAGE** Unclassified	**19. SECURITY CLASSIFICATION OF ABSTRACT** Unclassified	**20. LIMITATION OF ABSTRACT** UL

THIS PAGE INTENTIONALLY LEFT BLANK

Approved for public release; distribution is unlimited.

MARKETING THE JOINT NAVAL POSTGRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY AND UNIVERSITY OF MARYLAND, ROBERT H. SMITH SCHOOL OF BUSINESS, DEFENSE FOCUSED MASTERS IN BUSINESS ADMINISTRATION TO ACTIVE DUTY MILITARY OFFICERS

Dennis M. McGowan, Major, United States Army

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

from the

NAVAL POSTGRADUATE SCHOOL
December 2004

Authors: _____
Dennis M. McGowan
Major, United States Army

Approved by: _____
Becky Jones
Graduate School of Business and Public Policy

_____
Mary Malina
Graduate School of Business and Public Policy

_____
Douglas A. Brook, Dean
Graduate School of Business and Public Policy

THIS PAGE INTENTIONALLY LEFT BLANK

MARKETING THE JOINT NAVAL POSTGRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY AND UNIVERSITY OF MARYLAND, ROBERT H. SMITH SCHOOL OF BUSINESS, DEFENSE FOCUSED MASTERS IN BUSINESS ADMINISTRATION TO ACTIVE DUTY MILITARY OFFICERS

ABSTRACT

In April 2001, the Naval Postgraduate School's Graduate School of Business and Public Policy (NPS GSBPP), and the University of Maryland (UMD), Robert H. Smith School of Business embarked on a joint venture to provide a defense focused Masters in Business Administration (MBA) to military service members and Department of Defense (DoD) civilians living in the metropolitan Washington, D.C., area. This program is commonly called the Joint MBA (JMBA). Through market research; Strength, Weakness, Opportunities and Threat Analysis; analysis of consumer buying behavior; and consideration of product life cycle; this marketing plan establishes an overarching marketing strategy for the JMBA. The strategy includes a product mission, marketing objectives, positioning, communication channels, the JMBA message and a description of managing the JMBA marketing process.

THIS PAGE INTENTIONALLY LEFT BLANK

TABLE OF CONTENTS

I. BACKGROUND 1

II. MARKETING PLAN OBJECTIVES 3

III. SITUATION ANALYSIS 5

A. MARKET RESEARCH 5

1. Interviews 5

2. The Survey 5

a. Rank 5

b. Education Qualifications 5

c. Assignment Information 6

d. Gathering Education Information 6

e. Interest in the JMBA 6

3. The Competition 7

4. Competition Staff Member Comments 10

5. Market Research Conclusion and Recommendation Summary ... 11

B. SWOT ANALYSIS 12

1. Threats 14

2. Opportunities 15

3. Weaknesses 17

4. Strengths 19

5. SWOT Conclusions and Recommendations 20

C. CONSUMER BUYING BEHAVIOR RELATING TO THE JMBA 23

1. The Four Ps of the JMBA 23

2. Buyer's Characteristics 24

3. The JMBA Buying Decision Process 25

4. Consumer Buying Behavior Conclusions and Recommendations 25

D. THE PRODUCT LIFE CYCLE, SALES, PROFIT, AND MARKETING STRATEGIES 26

IV. DEVELOPING THE MARKETING STRATEGY 29

A. PRODUCT MISSION 29

B. MARKETING OBJECTIVES 29

1. Goals 29

2. Goal Evaluation 29

C. POSITIONING 29

D. DESIGNING AND MANAGEMENT OF MARKETING COMMUNICATIONS 30

E. COMMUNICATIONS CHANNELS AND THE JMBA MARKETING COMMUNICATION MIX 31

F. THE JMBA MESSAGE 39

G. MEASURE MARKETING COMMUNICATIONS RESULTS 41

H. MANAGE THE MARKETING PROCESS 42

V. CONCLUSION 43

APPENDIX ONE: MARKETING REPRESENTATIVE INTERVIEW QUESTIONS AND RESPONDENT SCHOOLS 45

APPENDIX TWO: PROSPECT SURVEY 47

APPENDIX THREE: SUMMARY OF SURVEY FINDINGS 49

APPENDIX FOUR: FOUR TYPES OF BUYING BEHAVIOR 51

APPENDIX FIVE: PROMOTIONAL TOOLS OF MARKETING COMMUNICATION 53

APPENDIX SIX: EXPRESS ADVERTISING RATE FLYERS 55

APPENDIX SEVEN: COMPRINT ADVERTISING RATE FLYERS 57

APPENDIX EIGHT: WMAL FACT SHEETS WITH RATES 61

LIST OF REFERENCES 67

INITIAL DISTRIBUTION LIST 69

LIST OF FIGURES

Figure 1. Author Generated Map of the JMBA Competition.....9
Figure 2. D.C. Area Part Time MBA Market Share, 2003.....11

THIS PAGE INTENTIONALLY LEFT BLANK

LIST OF TABLES

Table 1. JMBA Competition Statistics 8
Table 2. Summary of Military Tuition Assistance....17
Table 3. JMBA Variables of the Four Ps....23
Table 4. Pentagon Officer's Buyer Characteristics....24
Table 5. The Product Life Cycle, Sales, Profit, and Marketing Strategies....27
Table 6. Express Advertising Rates....35
Table 7. Comprint Publications Advertising Rates....36
Table 8. WMAL Advertising Rates....37
Table 9. The JMBA Communications Channels and Marketing Communications Mix....39

THIS PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGMENTS

First, I must acknowledge God, for he indeed makes all things possible, including the completion of this project. I would like to thank Becky Jones and Mary Malina for their approach and assistance. I greatly appreciate your patience and easy handed guidance. To my wife, Jennifer, who supports me in every endeavor I undertake, thank you for your support; I love you and the adventure that is our life together. -Dennis

THIS PAGE INTENTIONALLY LEFT BLANK

I. BACKGROUND

In April 2001, the Naval Postgraduate School's Graduate School of Business and Public Policy (NPS GSBPP), and the University of Maryland (UMD), Robert H. Smith School of Business embarked on a joint venture to provide a defense focused Masters in Business Administration (MBA) to military service members and Department of Defense (DoD) civilians living in the metropolitan Washington, D.C., area. The deans of each school facilitated the joint venture which is referred to as the JMBA in this marketing plan.

The intent of this venture is first and foremost to bring top notch, defense related business education to Washington, D.C., and second to expand the brand awareness of NPS GSBPP among DoD personnel in the D.C. area, both active duty military and civilian personnel. Being closely associated with a nationally ranked MBA school such as the University of Maryland and thus "piggy backing" on the notoriety of their MBA program is the third goal of the JMBA. One aspect of this notoriety is the rating of the top 50 business schools in publications such as *Business Week.* NPS does not enjoy this free marketing because the criteria measured by the list publishers do not apply to the graduates of NPS; criteria such as, amount of salary increase after receiving an MBA from NPS. University of Maryland ranks in the top 50 annually.

The JMBA is taught every other Saturday at the UMD satellite campus in the Ronald Reagan Center. In the first year, 36 applications were received, three applicants met admission standards and were admitted. Faculty salary and facility costs prohibited the start of the program with such a limited number of participants. The following year, application quality increased and six additional applicants were accepted. Currently there are seven DoD civilians and two military service members enrolled in the program. The participation goal is 25 military officers annually. In a recent meeting with Department of the Navy sponsors, the NPS GSBPP was directed to focus marketing efforts on active duty military officers and noncommissioned officers (NCO). The remainder of this plan focuses on active military officers and senior NCO enrollment in the JMBA.

THIS PAGE INTENTIONALLY LEFT BLANK

II. MARKETING PLAN OBJECTIVES

The marketing objectives of this plan are summarized below.

Summary of Marketing Plan Objectives

1. Define the current JMBA situation, including identifying the competition
2. Determine the Strength, Weaknesses, Opportunities and Threats to the JMBA
3. Define the JMBA Brand
4. Determine the JMBA position
5. Determine appropriate marketing communication channels
6. Recommend an appropriate logo and changes to current brochures
7. Determine appropriate metrics for measuring the plan's success, if recommendations are acted upon

Defining the JMBA's competition is critical because the competition will shape many aspects of the marketing plan. The JMBA's competition is defined in Chapter III, Situation Analysis. Strength, Weaknesses, Opportunities and Threat (SWOT) analysis allows for the establishment of specific goals. The JMBA SWOT is in Chapter III, Situation Analysis. The remaining goals listed above are all elements of Chapter IV, Developing A Marketing Strategy.

THIS PAGE INTENTIONALLY LEFT BLANK

III. SITUATION ANALYSIS

A. MARKET RESEARCH

Market research was critical to the development of this marketing plan. As such, interviews of marketing representatives from competing schools and MBA prospect surveys were conducted at a college fair in the Pentagon on 20 November 2003. At the same college fair, 30 military members completed the 17 question survey in Appendix Two. Several university staff members were asked to comment on their MBA marketing techniques via email. Internet research combined with the research above determined competition to the JMBA.

1. Interviews

Eight university marketing representatives were interviewed using five simple questions. The questions and respondent schools are listed in Appendix One. While this number is not statistically significant it represents many of the schools offering MBAs that compete for the military market in the D.C. area. The interviews demonstrated that the most popular method of marketing MBAs to military members in the D.C. area is personal selling at the Pentagon college fairs and in military education centers. Pentagon college fair participants represented themselves as recruiters. This information suggests that the JMBA should participate in the personal selling conducted at future Pentagon college fairs.

2. The Survey

Thirty military members completed the 17 question survey in Appendix Two. Appendix Three summarizes the descriptive statistics from the prospect survey. Points of interest from the survey are listed below.

a. Rank

The mean officer grade is 04. Both the median and mode are 05.

b. Education Qualifications

Few respondents remembered their actual GPA as many had not been in school for some time. 73 percent remembered having better than a 3.0.

c. Assignment Information

The mean length of assignment in the D.C. area is 39.5 months. Both the median and mode are 36 months. Prior notification of assignment is 4.3 months, with the median and the mode at 4 months.

d. Gathering Education Information

75 percent of respondents typically use the internet to gather information about education and 43 percent use military education centers.

e. Interest in the JMBA

80 percent of those interviewed were interested in the JMBA once they were informed of the program. Only one respondent had heard of the program prior to hearing the pre-survey explanation of the program. This person recalled reading a Navy wide message about the program. Interest in the JMBA is spread across the services. Only 55 percent of Air Force respondents answered that they were interested in the JMBA. Those not interested stated reasons such as leaving the D.C. area in the near future or already having an MBA. 78 percent (18) of the officer respondents (23) are interested in the JMBA. 72 percent (13) of those interested are a 04 (majors) or 05 (lieutenant colonels).

The survey suggests there is considerable interest in, once informed of, the JMBA amongst officers in the grades of 04 and 05; yet few have ever heard of the program. The survey further suggests that the way to educate this market segment about the JMBA is through a website and personal selling at the Pentagon. The survey shows that awareness of the JMBA among military members is very low, with only one respondent stating they had heard of the program in the past. This fact shows that raising product awareness must be a priority for this plan. The survey also pointed out a challenge for the JMBA: assignment length. The most common Washington tour length is 36 months, nearly the same length of time it takes to complete the JMBA (33 months). Close coordination, increased flexibility and possibly semiannual JMBA start dates, are possible solutions to overcome this synchronization difficulty.

3. The Competition[1]

The following schools offer part time MBAs in the Mid- Atlantic area:

American	Lehigh	Rutgers
Baltimore	Loyola College in Maryland	Rutgers — Camden
Baruch College, CUNY	Maryland	Salisbury State
Carnegie Mellon	New York Institute of Technology	Scranton
Delaware	NYU (Stern)	St. John's
Drexel	Pace	St. Joseph's
Duquesne	Pace - White Plains	University at Albany/SUNY
Fordham	Pittsburgh	University at Buffalo/SUNY
George Washington	Rensselaer Polytechnic Institute	Temple
Hofstra	Rider	Villanova
Iona College	Rochester	Widener

Of these schools, seven are within commuting distance from Washington D.C.. One, the University of Baltimore, was eliminated because of program dissimilarities. The remaining six schools are comparable with the JMBA in cost, required GMAT score and perceived general reputation. These six schools form the JMBA's competition:

American University	George Manson University
George Washington University	John's Hopkins University
Loyola College in Maryland	University Of Maryland, College Park Campus

Several on-line schools such as University of Phoenix and Capella University offer MBAs as well. However, these schools are in another market. While online education is rising in prestige and respectability, this degree source is not comparable to the JMBA at this time.

Table 1 describes the relevant statistics used to formulate the basis of competition.

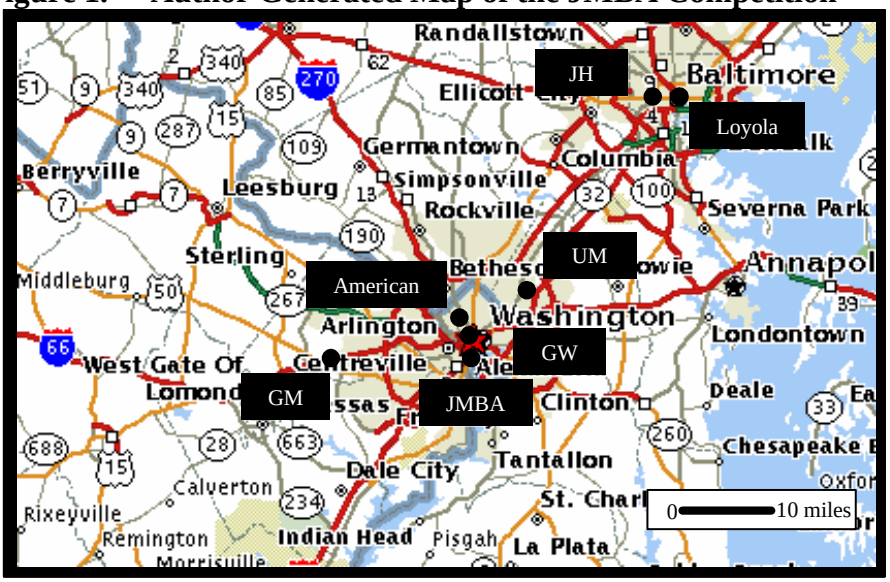
[1] The source for the information (map excluded) in the Competition section is Business Week Online, "B-Schools", [http://www.businessweek.com/bschools/00pt/] 29 Apr 2003.

Table 1. JMBA Competition Statistics

School	Location	Cost	Average GMAT	Average Experience	Annual Starts	Length
American University	Washington, D.C.	$46K	560	84 years	2	36 months
George Mason	Fairfax, VA	$31K	605	96 years	2	36 months
George Washington	Washington, D.C.	$36K	570	60 years	2	36 months
Johns Hopkins	Baltimore, MD	$28K	599	65 years	2	30 months
Loyola College	Baltimore, MD	$28K	539	80 years	1	36 months
U of Maryland	College Park, MD	$47K	610	59 years	1	36 months

In many urban areas, school location would be irrelevant. This is not so in the D.C. area, well known for difficult ground vehicle traffic and commuting problems. The map below shows competition locations and the JMBA location. John's Hopkins and Loyola are located 44 miles from Washington; George Mason, 18 miles; and University of Maryland, 13 miles. While these distances may prove inconvenient at times, they are not prohibitive. As such, proximity to metro Washington did not eliminate any of the initial competition members, but the locations of American University and George Washington appear favorable when compared to the location of George Mason, University of Maryland, Loyola and Johns Hopkins. Also noteworthy is the fact that only the JMBA is taught at an off campus location that is very convenient to commuters; the Ronald Reagan Center, downtown Washington.

Figure 1. Author Generated Map of the JMBA Competition



The competition's MBA costs (total price not including books and living expenses) range from $28,000 at John's Hopkins and Loyola to $47,000 at the University of Maryland. The JMBA price is $47,000. Cost has a slightly reduced influence in this purchase due to military member tuition assistance benefits that generally provide $4,500 per year to military members. However, even with this discount, the proposition of earning a quality MBA in the D.C. area is expensive and will effect how the JMBA is marketed.

While perceived reputation (public opinion) is important, rank standing among other business schools is more important and more actionable. The University of Maryland is the only nationally ranked business school among the competition. This fact benefits the JMBA as the diploma they receive has the names of NPS and University of Maryland on it, thus making the program more prestigious and unique.

The factors of GMAT score, work experience, number of starts per year and length vary little among the competition. None of these factors, individually or in combination, serves to differentiate one particular school from the competition. It should be noted that the JMBA actually is the sole defense focused MBA in the D.C. area. This is an actionable point of differentiation.

Studying the competition suggests that points of differentiation for the JMBA are its prestigious reputation as indicated by its national ranking and the fact that this program results in a dual diploma from both NPS and University of Maryland. Of lesser importance, but still relevant, is location of the program at the Ronald Reagan Center. Of greatest importance is the fact that the JMBA is the sole defense related MBA in the D.C. area. This fact will allow military members to leverage their years of experience after transition back into the civilian workforce.

4. Competition Staff Member Comments

Several staff members from competing schools responded via email to the question of, "Can you tell me how your school markets its MBA program?" The results of these inquiries provided some interesting insights. Catherine S. Leidemer, communications manager at the University of Baltimore, stated that they use a marketing firm, the Blakeslee Group, to "actively market our M.B.A. program on radio and TV ads and in print ads in local newspapers." But she further noted that "word-of-mouth is sometimes the best advertising." University of Baltimore was eliminated from the list of competitors because of program differences; particularly their price is well below that of the others on this list and their program is smaller. However, it is noteworthy that even though they are a less expensive, smaller program, they still use a marketing firm because professional marketing is viewed as essential for the success of their program.

The response from John F. White, the director of graduate business programs at Loyola College in Maryland had this to say:

> Your assumption is incorrect about the reputation of the school being enough to carry sufficient enrollments and growth in the MBA program here in Baltimore, MD. While we are the market leader, we still advertise heavily to make sure that the Loyola name is fore-front on people's minds. It takes a lot of advertising to ensure our pipeline is full. You may also want to keep in mind that an MBA is not an inexpensive product to purchase. It requires a significant financial and time investment on the part of the student. That is something that we try to overcome in our advertising. We advertise during the spring and summer mostly with a pretty regular frequency. In the papers, we will have between four and seven placements per week. On the radio, we will have up to 10 spots a week. We also use direct marketing to supplement our ads.

The MBA program at Loyola is five years old. Table 2 shows the D.C. area part time MBA market share using 2003 enrollment numbers as the market total.[2]

Figure 2. D.C. Area Part Time MBA Market Share, 2003

School	Number Enrolled	Market Share
American University	155	9%
George Mason	188	11%
George Washington	200	12%
Johns Hopkins	225	14%
Loyola College	428	26%
U of Maryland	448	27%
Total:	1644	100%

These numbers show that the Loyola marketing plan achieved 26 percent market share in five years. The Loyola marketing plan appears to be working, and may serve well as a benchmark for others. In particular, it is most important to note that reputation alone cannot carry a program, and that advertising at critical annual points, in several formats with a high degree of frequency is important to a successful MBA marketing plan. These are the basics of effective advertising.

5. Market Research Conclusion and Recommendation Summary

This section briefly consolidates the most important conclusions and recommendations resulting from market research and serves as a reference point for the remainder of this plan.

- Personal Selling is an effective communication channel to reach Pentagon officers and should be used to market the JMBA at the Pentagon.
- Most officers (73 percent) at the Pentagon use the internet to gather education information, making a JMBA website a potential communication channel.

[2] Business Week Online, "B-Schools", [http://www.businessweek.com/bschools/00pt/] 29 April 2003.

- 80 percent of the officers informed of the JMBA were interested in it, but only one percent had ever heard of it before. Raising awareness should be the top priority of this plan.
- The most common tour length in Washington for Pentagon officers is 36 months, thus requiring more flexibility from the JMBA, pre-Permanent Change of Station (PCS) coordination for incoming officers and possibly semi-annual JMBA start dates.
- The competition is: American University, George Manson University, George Washington University, John's Hopkins University, Loyola College in Maryland, and University of Maryland, College Park Campus.
- Loyola has improved their market share from 0 percent to 26 percent in five years and thus serves as a benchmark of effective marketing for this plan. Their marketing plan includes radio and print advertisement as well as direct marketing.
- The following differentiation points emerged and should be utilized in the JMBA marketing plan:
    1) The JMBA is the sole defense MBA in the D.C. area and hence, best leverages service member experiences.
    2) The JMBA is the most conveniently located MBA program in the D.C. area.
    3) The JMBA results in a dual NPS/UMD diploma.

B. SWOT ANALYSIS

SWOT analysis is used to evaluate a business unit's external and internal environments. The JMBA can be considered a business unit. When considering the external environment, "in general, a business unit has to monitor key macroenvironment forces (demographics, economic, technological and political-legal) and microenvironment actors (customers, competitors, distributors, and suppliers) that affect its ability to

earn profits."[3] While an educational program's success is often measured in the number of students enrolled, the JMBA is also interested in making a profit, thus SWOT analysis is useful. By identifying the trends and developments, marketing opportunities emerge and are analyzed to determine their relevance in relation to the business unit's capabilities and resources. This exercise is conducted in the conclusions section. The internal environment is analyzed by identifying the strengths and weakness of resources, features of the business' offer to consumers, business relationships and marketing capabilities. This analysis determines how to capitalize on opportunities and to counter threats.

The following diagram summarizes the SWOT analysis of the JMBA. This analysis shows that there are considerable threats to the JMBA and weaknesses, but also that most can be overcome through the strengths and opportunities of the JMBA. The summary is further expanded in bullet fashion following the table.

External

Threats	Opportunities
▪ Evaporation of funding ▪ Change of NPS or Navy leadership and shift of priorities to NPS home campus ▪ Other universities implement defense focused MBAs ▪ Other universities actively marketed their MBAs ▪ Tours of duty in the D.C. area are not normally greater than 36 months ▪ Service member variable work schedules	▪ About 12,000 officers work at the Pentagon ▪ Masters degrees are a discriminator at evaluation boards ▪ The JMBA is relevant during active duty and upon retirement ▪ NPS student projects may serve as a JMBA resource ▪ Military tuition assistance
Weaknesses	**Strengths**
▪ No marketing budget ▪ The JMBA is not a priority at UMD ▪ Title X Restrictions o Non-DoD civilian prohibited o Advertising restricted ▪ UMD program requirements: o Program of instruction is 33 months o Instruction is not available on line o Starts only in the fall o GMAT is required	▪ The sole defense focused MBA in the D.C. area ▪ Meets during non duty hours ▪ Program is centrally located at the Ronald Reagan Center, with rapid transit located in the Center ▪ Leverages practical experiences of service members ▪ Ability to contact DoD members directly: on leave and earnings statements (LES), NAV-ADMIN messages, in Pentagon etc

Internal

[3] Phillip Kotler, *A Framework For Marketing Management,* (Upper Saddle River, NJ, Prentice Hall, 2003) p. 65.

1. Threats

- The evaporation of JMBA funding and a change of leadership (and hence priorities) are threats. These threats are omnipresent. However, if a change in leadership, priorities, or funding does occur it will be better handled via a political strategy than a marketing strategy.
- The possibility of new entrants, other universities implementing defense focused MBAs, seems unlikely but might have significant impact on the JMBA if those new entrants provide features and benefits better suited to service member needs than the features and benefits of the JMBA. It is unlikely that competing universities will develop a defense MBA as this type of program is not currently profitable. If the JMBA does prove profitable for University of Maryland in the future, other entrants may follow the University of Maryland and NPS into the defense MBA market and the threat of new entrants will pose greater risk. There is nothing a marketing plan can do to prevent this threat. Market surveillance should be maintained so that when a new threat does emerge, the JMBA marketing plan can be modified if required.
- Other universities actively market their MBAs. This marketing is ongoing and shows no sign of slowing. Of the 30 survey participants, 26, or 87 percent, were interested in pursuing an MBA. This market receives the messages of competing MBA programs from direct marketers, newspapers, the radio, and TV advertising. The consequence of this marketing on the JMBA is not easily determined, but based on the fact that Loyola College had 16 military students (MBA program alone) in 2002, it appears they are reaching the military market, but the JMBA is not.[4] As stated previously, the University of Maryland and NPS must actively market the JMBA.
- The next two threats are also ongoing. Most tours of duty in the D.C. area are 36 months long, the same length of time the JMBA requires. Combining this fact with varying schedules and synchronization problems results in an

[4] Business Week Online, "B-Schools", [http://www.businessweek.com/bschools/00pt/] 29 April 2003

inability of interested individuals to enroll in the JMBA due to schedule and permanent change of station conflicts. These facts suggest that the JMBA overall length be shortened and that the program starts twice a year.

2. Opportunities

- Geoclustering is a demographic technique that seeks to identify which cluster, perhaps a ZIP Code or even a neighborhood, holds a business unit's most valuable market segment and thus the best opportunity for growth. The approximately 12,000 officers working at the Pentagon represent an effective market segment as defined by Kotler's characteristics of an effective market segment listed below.[5] This geocluster, or multiattribute market segment, represents a tremendous opportunity for the JMBA. It would be beneficial to know exactly how many of the 12,000 officers in the Pentagon had masters degrees or MBAs. This information is not generally kept on record. We can make an estimate from the survey conducted at the Pentagon. 23 Officers were surveyed. Two of 23 had MBAs, or 9 percent. If we extrapolate this to the entire officer pool, 10,920 (91 percent of 12,000) do not have, but may want an MBA. While this information is anecdotal, it does suggest that the Pentagon has a market to suffice the need of 25 MBA students annually.

Kotler's Characteristics of Effective Segments

1. Measurable- the size, purchasing power, and characteristics of the segments can be measured.
2. Substantial-segments are large enough and profitable enough to serve; each should be the largest homogeneous group worth pursuing with a tailored program
3. Accessible-the segments can be effectively reached and served.
4. Differentiable- the segments are conceptually distinguishable and respond differently to marketing mixes. Identical responses to a particular offer means they are not separate segments.
5. Actionable- effective programs can be formulated for attracting and serving the segments.

- Advanced degrees are a discriminator at evaluation boards for military officers and therefore they are sought after by those officers. Even though an officer may not use the skills the JMBA provides, it is still relevant during

[5] Phillip Kotler, *A Framework For Marketing Management,* (Upper Saddle River, NJ, Prentice Hall, 2003) p. 175.

active duty as a promotion multiplier regardless of occupational skill specialty. This fact should be used as a benefit of the JMBA.

- The JMBA is potentially an opportunity multiplier after a military career. There is no proof of this fact to date because of the program's lack of maturity, but there are obvious benefits to having an advanced degree. If nothing else, the JMBA may open the door to job interviews that would otherwise be unattainable. This fact should be used as a benefit of the JMBA.
- NPS student projects may serve as JMBA resources to further expand the marketing plan for the JMBA or serve as administrators of communication channels, such as a web site.
- Military tuition assistance is the final opportunity identified in this SWOT. Table Three below summarizes the tuition assistance available to military members.[6] With the exception of the Navy, service members have $13,500 ($9,000 for Navy) available to them across the three years of the JMBA; thus reducing the cost from $47,000 to $33,500. Even at this price the JMBA is expensive and this plan must demonstrate the value in spending $33,500 for an MBA. Additionally, this cost reduction is available regardless of the school where it is used (accreditation is required and all competitors are accredited), making this an opportunity for most schools if they identify the tuition assistance program and then use it in their marketing. Irrespective of what other schools do with information about tuition assistance, the JMBA marketing plan uses this information.

[6] Training For The Military, "Tuition Assistance", [http://www.training4military.com/tuitionAssistanceOverview.html] 22 October 2004.

Table 2. Summary of Military Tuition Assistance

Service	Amount Covered	Covered Fees	Who is Eligible
Army	100% Tuition and Fees Not To Exceed: $250 per Semester Credit Hour $166 per Quarter Credit Hour $4500 per Fiscal Year	Tuition Lab Fees Enrollment Fees Special Fees Computer Fees	Active Duty ARNG on Active Duty Army Reserves in AD status
Navy	100% Tuition and Fees Not To Exceed: $250 per Semester Credit Hour $166 per Quarter Credit Hour $3000 per Fiscal Year	Tuition Lab Fees Enrollment Fees Special Fees Computer Fees	Active Duty Naval Reserves in AD status
Air Force	100% Tuition and Fees Not To Exceed: $250 per Semester Credit Hour $166 per Quarter Credit Hour $4500 per Fiscal Year	Tuition Lab Fees Enrollment Fees Special Fees Computer Fees	Active Duty Reserves
Marines	100% Tuition and Fees Not To Exceed: $250 per Semester Credit Hour $166 per Quarter Credit Hour $4500 per Fiscal Year	Tuition Lab Fees Enrollment Fees Special Fees Computer Fees	Active Duty only
Coast Guard	100% Tuition and Fees Not To Exceed: $250 per Semester Credit Hour $166 per Quarter Credit Hour $4500 per Fiscal Year	Tuition Lab Fees Enrollment Fees Special Fees Computer Fees	Active Duty Selective Reserve Civilian Employees

3. Weaknesses

- The JMBA has no dedicated marketing budget. A United Nations Education, Scientific, and Cultural Organization study published by Gibbs and Knapp found that universities "spent about six percent of their overall budgets on educational marketing."[7] Gibbs and Knapp went on to add that "a significant amount of money needs careful and target use [in marketing]."[8] This is particularly germane when a program or product is new, as the JMBA is. Only three percent, or one person, of those surveyed at the Pentagon had ever

[7] Paul Gibbs and Michael Knapp, *Marketing Higher and Further Education*, (Sterling, VA, Stylus Publishing, 2002) p. 1.

[8] Ibid

heard of the JMBA. Without resources to commit to a marketing program, that percentage is not likely to rise quickly, if at all.[9] This problem is exacerbated by the fact that other universities market their MBA programs using professional marketing and advertising agencies.

- Unfortunately, US Code Title X- General Military Law, mandates that the educational funding behind programs like the JMBA cannot be used to educate non-DOD civilians. This lowers the pool of applicants and reduces the market size dramatically.
- The JMBA is not a priority at UMD. UMD is a prestigious and long standing institution. The UMD MBA annually ranks in the top 50 traditional US MBA programs.[10] Because UMD does not need the JMBA for legitimacy, they do not have it high on their priority list as has been indicated, amongst other things, by limited flexibility on their part. This problem should be overcome by further developing the relationship between these two school, resulting in an alliance with University of Maryland. In his 2003 book *Shakespeare, Einstein and the Bottom Line*, David Kirp discovered that many universities struggled with changes, such as the addition of a new program, because the faculty members were not involved in the decision to make the change that was causing trouble: there was no "buy in" up front. To resolve this matter at NPS and University of Maryland, both sets of faculty must learn more about one another, possibly through a teaching exchange. However, this problem is beyond the scope of this marketing plan.
- UMD program requirements, which they are unwilling or unable to change, constrain flexibility. The combination of the JMBA program of instruction being 33 months long, starting only in the fall and the fact that instruction is not available on line, all combine to form a scheduling weakness in the JMBA particularly for military officers who keep unusual work schedules and often

[9] Author conducted Pentagon Survey. Results in Appendix Three

[10] US News, "Top 20 MBA Programs", [http://www.b-school-net.de/MBA_Rankings_International/usnews_2002.htm] 20 June 2002.

deploy. This scheduling weakness is compounded by several other factors such as the modal Washington military tour length of 36 months, with a prior notification of 4.3 months. Add the requirement to prepare for, take and receive the results of the GMAT, which truly requires preparation time for those service members who have not matriculated in many years, and it seems nearly impossible to align notification of permanent change of station (PCS), the GMAT, application, arrival time, and the following PCS to enroll in a fall semester and graduate before the participants next PCS. More program flexibility is required.

4. Strengths

- Being the sole defense focused MBA in the D.C. area provides all of the advantages associated with a being a unique product offering: competitors are few, price can be higher than normally seen in market, differentiation is easier. This marketing plan should capitalize on this fact.
- The JMBA is convenient because classes meet during non duty hours one Saturday per month. This schedule does not conflict with normal military duty hours in non-deployable units and should be used as a feature of the JMBA in this marketing plan.
- The JMBA meets at the Ronald Reagan Center, with a rapid transit train station located in the Center. This scenario supports service member's needs in the D.C. area, well known for traffic congestion. Convenience is a feature of the JMBA that should be capitalized on in this plan.
- The final JMBA strength is the unique ability to directly contact military members. Because the JMBA is essentially a military program, direct marketing is possible via messages on leave and earnings statements, in assignment orders, or service wide messages. This communication channel should be used in this plan.

5. SWOT Conclusions and Recommendations

Based on the SWOT research and analysis above, the following conclusions and recommendations are made.

SWOT Conclusion Summary

a. NPS GSBPP must actively engage in marketing the JMBA.
b. Aligning service member arrival dates, the GMAT requirement, assignment duration, JMBA start dates and the JMBA program length presents a difficult synchronization challenge.
c. Officers in the Pentagon represent the best market segment for target marketing of the JBMA.
d. Single-segment concentrated target marketing the best course of action to serve the Pentagon geocluster.
e. These JMBA opportunities and strengths form the foundation of this marketing plan's differentiation and positioning strategy:
   1) JMBA is the sole defense focused MBA in the D.C. area
   2) JMBA relevance during and after active duty
   3) JMBA leverages service member practical experience
   4) The JMBA location and Saturday meetings are convenient for the officers at the Pentagon

- NPS GSBPP must actively market the JMBA. This is a combined conclusion and recommendation. Adoption is the process by which consumers form decisions to purchase a product or service. The steps in the adoption process are:

  1. Awareness
  2. Interest
  3. Evaluation
  4. Trial
  5. Adoption

Without marketing to increase the awareness of this product, the adoption process will not begin and like 95 percent of new products in the US, the JMBA will fail.[11] According to Kotler,

> "…the reasons for new product failure are: a high level executive pushes a favorite idea in spite of negative market research findings; the idea is good, but the market size is overestimated; the product is not well designed; the product is incorrectly positioned, ineffectively advertised or over priced; … or competitors fight back harder than expected."

[11] A.C. Neilson, "New Product Introduction- Successful Innovation/Failure: Fragile Boundary," A.C. Neilson BASES and Ernst and Young Global Client Consulting, June 24, 1999 and Deloitte and Touche, "Vision In Manufacturing Study," Deloitte Consulting and Kenan-Flagler Business School, March 6 1998

Unfortunately, the JMBA suffers from some of these problems: no market research was done before the JMBA was launched, the JMBA is inadequately advertised, and it may prove to be overpriced. This plan attempts to rectify these problems. Specifics on overcoming these problems are covered in Developing the Marketing Strategy.

- Aligning service member arrival dates, the GMAT requirement, assignment duration, JMBA start dates and the JMBA program length presents a difficult synchronization challenge. This is a difficult problem, but it is not impossible to overcome. The best and easiest solution would be to shorten the program and start it twice annually. Short of these actions, to align the many factors involved with JMBA participation, notifying all military officers assigned to the D.C. area that the JMBA is available to them by placing a JMBA message in their assignment orders may initiate the JMBA admission process early. This factor is critical. To meet the time line requirements discussed here, preparation for the JMBA must start at their prior duty station. 74 percent (17) of the officer survey respondents indicated they use the internet to find education information. As such, a JMBA website may assist officers considering assignment or on orders to the D.C. area and seeking information about MBA programs can gather information about the JMBA.
- Officers in the Pentagon represent the best market segment for target marketing of the JBMA. Target marketing requires three major steps: 1) market segmentation or identifying and profiling distinct groups of potential customers who will respond distinctly to specific marketing mixes, 2) selection of a specific market segment to enter (targeting) and finally 3) establishing and communicating the unique features and benefits of your product or service to the target market. Pentagon officers emerged as the best target market during the conduct of the Pentagon survey. The following solidifies the Pentagon as the best market for JMBA target marketing. First, recall that only DoD military and civilian personnel may participate in the JMBA. Then consider that officers in the Pentagon meet the five requirements of an effective segment. They are measurable at approximately

12,000, with tuition assistance to aid in paying for the JMBA and critical characteristics, such as prior education, are determinable. They are accessible upon selection for assignment to the D.C. area and while they are in the Pentagon. They can be served by the JMBA because they are generally non-deployable and the program fits their duty hours. 91 percent (22) of the 23 officer respondents had tours of duty of 36 months or more. Most officers conduct PCS in the spring, allowing for fall enrollment. The officer segment is conceptually different and therefore, differentiable. General knowledge of the D.C area shows that the Pentagon officers meet the critical aspect of Kotler's definition of substantial—"…each should be the largest homogeneous group worth pursuing with a tailored program." There is simply no larger concentration of actionable individuals in the market: not in the Hoffman building or any base in the area. With that in mind, and after concluding that the other four characteristics of an effective segment have been met, this marketing plan focuses on the officers at the Pentagon as a market segment.

- Single-segment concentrated target marketing is the best market targeting strategy to serve the Pentagon geocluster with limited marketing resources of the JMBA. As established above, officers in the Pentagon meet all five of the characteristics of an effective segment. Through single-segment concentrated marketing, the JMBA may gain intimate knowledge of this segment. This knowledge can then be used to custom fit the JMBA marketing plan to the needs of the segment. The lack of a marketing budget, the limited resources at our disposal, and an effective segment, make single-segment target marketing of the Pentagon officer geocluster the best option. The officer market segment at the Pentagon has not and will not move or change dramatically, so dedicating extensive efforts to this segment will be maintainable. With these determinations made, the final step in target marketing is-- establishing and communicating the unique features and benefits of your product or service to the target market.

- The JMBA SWOT Analysis strengths are unique features and benefits that form the foundation of this marketing plan's differentiation and positioning strategy. They are:
    1) The JMBA is the sole defense focused MBA in the D.C. area.
    2) The JMBA has relevance during and after active duty.
    3) The JMBA leverages service member practical experience.
    4) The JMBA is convenient for officers in the Pentagon.

C. CONSUMER BUYING BEHAVIOR RELATING TO THE JMBA

1. The Four Ps of the JMBA

The marketing mix is a set of marketing tools utilized to pursue its marketing objectives in the target market.[12] These marketing tools can be classified into four broad groups called the four Ps: product, price, place, promotion.[13] A successful marketing strategy aligns the four Ps to meet market needs. This strategy attempts to do just that. The characteristics of the four Ps for the JMBA are listed below.

Table 3. JMBA Variables of the Four Ps

Product	Price	Place	Promotion
In Class Format High Quality Curriculum	Total Cost Tuition Assistance Financial Aid	RR Center Only No Online Courses	Advertising Public Relations Direct Marketing

Product- The JMBA product is not open to modification based on the certification requirements of the Association for the Advancement of Schools of Business, the National Association of Schools of Public Affairs and Administration and the of UMD. However, this product was originally crafted to meet the needs of military officers at NPS and is thereby well suited as a customer solution for the Pentagon officer target segment.

Price- $47,000- The price of the JMBA is determined by UMD and is inflexible. A lesser price may be more suitable to the market. However, proper positioning will overcome this matter.

---

[12] Neil H. Borden, "The Concept Of The Marketing Mix," *Journal of Advertising Research*, 4 (June)2-7.

[13] E. Jerome McCarthy, *Basic Marketing: A Managerial Approach*, 13th ed. (Homewood, IL: Irwin, 1999)

Place- the location of the JMBA classrooms is as convenient as they can be in the D.C. area. As stated earlier in the SWOT analysis, there is a mass transit train station in the Ronald Reagan Center. This location is closer to the Pentagon than the locations of the competition.

Promotion- This is the only one of the Four Ps that is not aligned with current market needs. The JMBA is virtually unknown in the market. The section Marketing Communications Mix and Communications Channels will provide suggested solutions to this matter.

2. Buyer's Characteristics

Buyer's characteristics that influence buying behavior fall into four types: cultural, social, personal and psychological. The table below summarizes the Pentagon officer buyer's characteristics.

Table 4. Pentagon Officer's Buyer Characteristics

Cultural	Social	Personal	Psychological
▪ Military ▪ Conservative ▪ Hardworking	▪ Enjoys high social status ▪ Community leaders ▪ Strong families	▪ 25-40 ▪ Disciplined ▪ Seeks self improvement	▪ Courage ▪ Loyalty ▪ Highly motivated ▪ Long sighted

The military officer culture is a very strong culture, with its own values, mores and norms. This culture appreciates hard work, investment with an eye towards the future and is disciplined. Thus, the military officer culture is well suited to endure the difficulty of a competitive MBA program that stretches across 33 months. Military officers will appreciate the JMBA's relevance to their career now and upon completion of military service at retirement.

The military family is accustomed to making sacrifices in support of their military family member. Often military officers (service members in general) are required to deploy for weeks or months at a time, often to less than favorable places and situations. Military spouses support their husbands and wives during these times. It can safely be

assumed that the military officer's family will support the level of commitment, of both time and other resources, the JMBA will require.

The personal and psychological buyer's characteristics are so unique to the individual that generalizations are difficult. However these few can be made. Most officers are between 25 and 40, a prime age group for getting an MBA. Their lifestyle is, by military law, conservative and stable; thus, making them better students. Motivation is prized among military officers and motivation they will need to be successful in the JMBA.

3. The JMBA Buying Decision Process

The selection of an MBA program is a complex buying behavior (See Appendix Four for more on types of buying behavior). The JMBA is expensive (when compared to buying most things), bought infrequently (only once), risky (selecting the wrong program may result in considerable loss) and self expressive (our alma mater is a reflection of who we are). During complex buying behavior, the buyer is informed of a product, develops beliefs about the product through research, then develops attitudes about the product and finally makes a thoughtful choice. As such, marketers attempt to inform buyers of their product and then shape the outcome of product research in their favor. The plan in Communication Channels will achieve this goal for the JMBA.

4. Consumer Buying Behavior Conclusions and Recommendations

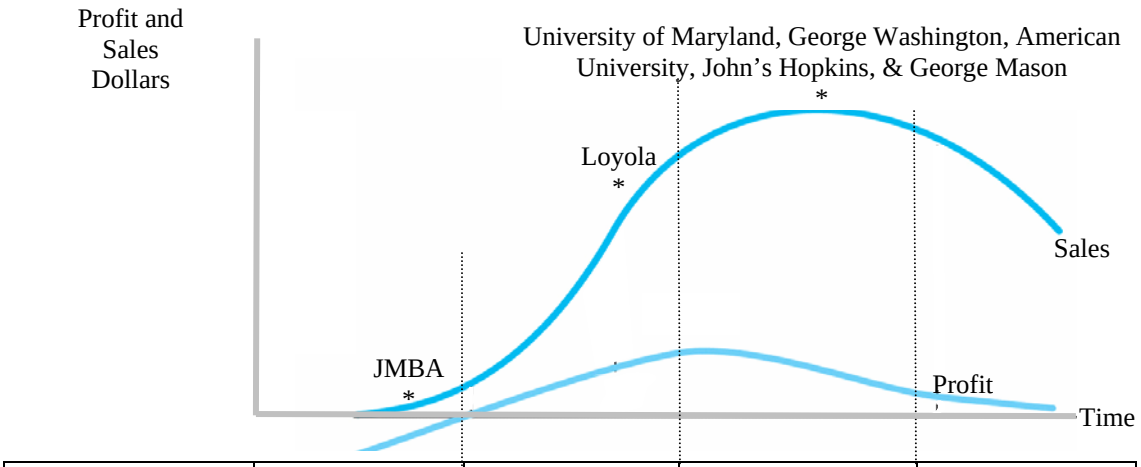
Through consideration of how the consumer buyer behavior relates to the JMBA, specifics of the marketing plan begin to emerge. For instance, one sees that this marketing plan must focus on promotion (the importance of promotion was also illustrated in SWOT). Also, the consumer buyer characteristics associated with military officers seem to predispose military officers for successful completion of the JMBA. This may be used as a point of differentiation by stating, "This is a tough MBA program, but military officers have the stuff it takes to get the job done." Finally, analysis of the complex buying behavior involved with becoming a JMBA student shows that increasing product awareness and influencing product research outcomes are key to successfully marketing the JMBA. This should be accomplished through advertising, personal selling at the Pentagon, and the development of a JMBA specific website.

D. THE PRODUCT LIFE CYCLE, SALES, PROFIT, AND MARKETING STRATEGIES

Another key factor in a marketing plan is where the product is in its overall life cycle. Figure 2 below shows where the competition is in their lifecycle and demonstrates how product life cycle, sales and profit interact to form critical elements of a marketing strategy.

The JMBA is in the introduction stage of its life cycle. As such, participation in the program is low and program cost/customer is conversely high because it is not off set by incoming dollars. The chart shows that most competitors are well established in the market. As seen in the chart above, the JMBA marketing objective should be to create awareness in the program. This is the same conclusion arrived at during SWOT Analysis and the examination of consumer buyer behavior.

Table 5. The Product Life Cycle, Sales, Profit, and Marketing Strategies[14]



Life Cycle Stage>	**Introduction**	**Growth**	**Maturity**	**Decline**
Characteristics				
Sales	Low	Rapidly Rising	Peak	Declining
Costs/Customer	High	Average	Low	Low
Profits	Negative	Rising	High	Declining
Customers	Innovators	Adopters	Middle Majority	Laggards
Competitors	Few	Growing	Stable/beginning to decline	Declining
Marketing Objectives	Create awareness & trial	Maximize market share	Maximize profit while defending market share	Reduce expenditure and milk the brand
Strategies				
Product	Offer a basic product	Offer product extensions, service, warranty	Diversify Brands	Phase out weak models
Price	Charge cost plus	Price to penetrate	Meet or beat competitors	Cut price
Distribution	Selective	Intensive	More intensive	Phase out unprofitable models
Advertising Focus	Awareness among adopters and dealers	Awareness and interest in the mass market	Stress brand differences and benefits: differentiate	Reduce to retain hard-core loyals
Sales Promotion	Heavy to entice trial	Reduce- demand is already up	Increase- encourage brand switching	Reduce-to minimum level

14 Chester R. Watson, Dynamic Competitive Strategy and Product Life Cycles (Austin, TX, Austin Press, 1978) p. 56.

THIS PAGE INTENTIONALLY LEFT BLANK

IV. DEVELOPING THE MARKETING STRATEGY

A. PRODUCT MISSION

The JMBA mission is to provide top quality, defense specific MBA education to active duty military service members in the Washington, D.C., area. Department of Defense civilians may also participate in this program.

B. MARKETING OBJECTIVES

This marketing strategy is formulated to accomplish the following goals.

1. Goals

- Increase the awareness of the JMBA in the Pentagon from one to 50 percent of those surveyed.
- Increase active duty officer participation from one to 25 per class.
- Increase the general awareness of NPS in the Pentagon and thereby in the D.C. area.

2. Goal Evaluation

Some marketing plans have metrics for market share, customer satisfaction, profit or image. In this early stage of the JMBA and the marketing of this product, the goals described above are the necessary metrics to determine success of this marketing plan. These goals are easily measured. Awareness is measured by surveying officers at the Pentagon. An increase in officer participation is measured simply by tracking enrollment.

C. POSITIONING

The position I recommend we seek in the minds of our target market is that:

The NPS / UMD JMBA is the military's MBA in the D.C. area.

This position allows the JMBA to occupy a distinctive place in the minds of our target market, the Pentagon officer. The JMBA is not the easiest way to get an MBA; this program requires dedication and commitment but is flexible enough to allow completion while working. The JMBA is not the least expensive MBA available; it is somewhat expensive, but it is of good value and well worth the cost. Unlike other MBAs, the JMBA leverages an officer's military experience and places them on par with

fellow classmates. Unlike other MBAs, the JMBA's defense focus makes this education relevant to military officers while on active duty and beyond. Finally, the advanced degree provided by the JMBA may be the determining factor on promotion boards, where other degrees are less relevant. These key messages support the recommended position and combine to form this value proposition:

To career officers in serving in the Pentagon, the JMBA is the best advanced degree to secure your career-- your best defense-- because it is a top quality, nationally ranked degree with a defense focus that leverages unique military experience, and is relevant now and in an officer's future.

Now that the position and value proposition are defined they must be clearly communicated through an appropriate marketing mix and reinforced at every customer contact point. This position and the value proposition are the common thread that binds this entire marketing plan together.

D. DESIGNING AND MANAGEMENT OF MARKETING COMMUNICATIONS

Developing and implementing the JMBA marketing communication is an eight step process that defines the remainder of this plan:

1. Establish the communications budget- what resources are available
2. Identify the target market or segment- who are we communicating with
3. Set marketing objectives- what are our objectives
4. Select communications channels and mix- how will we communicate with or market, with what frequency, when and where will we deliver our message
5. Design the message- what will we say
6. Measure the results- survey to determine effectiveness
7. Manage the marketing process- review, revise, reemploy

Steps one, two, and three are complete. Before covering Communication Channels, please review the pertinent facts relating to crafting effective JMBA communications.

Summary Of Pertinent Facts Relating To Crafting Effective JMBA Communications

1. The JMBA has no dedicated marketing budget- but some NPS funding and resources such as students are available for specific events.
2. Our primary target market segment is the officers stationed at the Pentagon.
3. Purchasing MBA education is complex buying behavior. As such, marketers attempt to increase awareness and affect the outcome of the buyer's research as the buying decision is made.
4. To synchronize several timeline requirements, it is best to reach prospects before they are assigned to the D.C. area.
5. The JMBA is in the introduction stage of the product life cycle.

E. COMMUNICATIONS CHANNELS AND THE JMBA MARKETING COMMUNICATION MIX

In general, marketing communication is accomplished using five tools - advertising, direct marketing, public relations, sales promotion, and personal selling[15]- in varying degrees dependent upon product lifecycle, the marketing budget, and market's readiness for the product. This section determines how to divide the JMBA marketing budget across the five promotion tools, should a dedicated budget become available.

The lack of awareness of the JMBA by the target market and the early product lifecycle stage indicate the strong need for promotion and, in particular, advertising. According to Kotler, advertising and publicity are most important in the awareness building phase. Sales promotion generally involves price reduction – an impossibility given the participation with UMD. Delivering the JMBA message via the public relations promotion tool is possible and inexpensive. Personal selling is limited by the staff available to perform these duties, but is still possible without a dedicated sales force. Given these facts and the situation analysis results, I suggest this marketing communications mix:

- 75% Advertising: conducted in the D.C. area via print and radio ads
- 0% Direct Marketing
- 5% Public relations: accomplished by NPS personal working in Washington and the JMBA website
- 0% Sales Promotion

15 Definitions of each of these is provided in Appendix Five.

- 20% Personal Selling: by NPS personnel, conducted in the Pentagon

I suggest this mix is accomplished using the following communication channels:

JMBA Communication Channels
1. Personal selling in the Pentagon through college fairs, kiosks and the Army and Air Force education centers.
2. Awareness messages in the PCS orders of incoming Pentagon officers (and others coming to D.C.).
3. Advertising in the D.C. area through news print and radio ads.
4. A JMBA website with FAQs, web diaries of current students and graduates, and on line application to the JMBA.
5. Public relations during NPS faculty activities in Washington.

Direct marketing, in particular personal selling, in the Pentagon through college fairs, kiosks and the Army and Air Force education centers is an effective channel to generate JMBA awareness. Ms. Yulia Mullens the Director of Graduate Recruiting at George Mason University's Graduate School of Management said in an interview, "The way to fill classrooms is personal selling, personal selling, personal selling. I spend my days in the Pentagon and at other businesses interacting with potential students."[16] "We also use direct marketing…"[17] said the Director of Graduate Business Programs at the Sellinger School of Loyola College in Maryland, John F. White, when asked how he conducts marketing.

Personal selling at the Pentagon should occur at every college fair held in the building. Hundreds of Pentagon personnel participate in these fairs due to their location in Pentagon common area; some purposefully and others accidentally as the event occurs in front of the shops and restaurants in the Pentagon. The service members who come to the fair with an agenda have an opportunity to meet with dozens of admissions recruiters. Passersby become aware of educational opportunities by seeing school banners and posters. Excluding travel and TDY costs of the NPS representative attending, these events are free, occur annually in December, and are coordinated through the points of contact below.

---

16 Interview with Ms. Yulia Mullens the Director of Graduate Recruiting at George Mason University's Graduate School of Management in December 2003 at the Pentagon.

17 Email from John F. White, Director of Graduate Business Programs at the Sellinger School of Loyola College in Maryland, in February 2004.

Air Force
Education and Training Flight, 11 MSS/DPE
1085 AF Pentagon, Rm 4A10881
703-697-7074 or DSN Prefix: 227
Hrs: M-Th 0730-1600 F1000-1600

Army
Pentagon Education Center
5601 Army Pentagon, 3C147
703-614-4514 or DSN 227
Hrs: M-F 0730-1600

Because the JMBA is military focused, we can expect to be able to market in Pentagon Education Centers as often our schedule permits. After coordinating with the POCs above, and at the request of a prospect, a representative of NPS can hold a one on one meeting with interested service members and conduct personal selling. In attempt to raise awareness, the JMBA, like all other schools, is also able to post pamphlets in the education centers. While not as intimate as a one on one meeting, kiosks or table set-ups outside of the education centers are also possible and do serve to increase JMBA awareness. This event is similar to the college fair in every way except NPS would be the only school participating. This method of increasing awareness is well proven among military recruiters and should occur quarterly until awareness is increased in the Pentagon. Kiosks are the most effective way to ensure our message reaches its intended audience because of the direct to market contact this channel establishes. The difficulties in establishing kiosks, conducting college fairs and interviews are the fact that NPS is located on the west coast and there are limited resources, both in personnel and funding, to implement these tasks. However, these activities require a minimum of personnel, and if done properly in the months of October and November, may yield benefits.

Awareness messages in the permanent change of station or PCS orders of incoming Pentagon officers (and others coming to D.C.) are an opportunity uniquely available to the JMBA. After a trip to the Human Resources Command, at the Hoffman Building in January 2004, the Army has already agreed to place a line in the orders of incoming Army officers describing the JMBA education opportunity. I suggest similar opportunities are exploited with the Air Force and the Navy.

Advertising in the D.C. area through news print and radio ads is a must. Our competition actively uses these channels. When asked how her school markets their MBA, Catherine S. Leidemer, Manager of Communications at the University of

Baltimore, stated, "We actively market our M.B.A. program on radio and TV ads and in print ads in local newspapers…. we work with an advertising and marketing firm, the Blakeslee Group."[18] The budgetary fiscal constraints facing NPS do not allow for the hiring of an advertising firm. However, the JMBA program would benefit greatly from radio and print ads. Print ad opportunities are readily available in the D.C. area through the Washington Times (www.washtimes.com) or the Washington Post (www.washingtonpost.com). Opportunities exist in several free to the consumer papers that are published weekly or daily and distributed in the Pentagon such as Comprint Military Publications (www.dcmilitary.com). Express, a publication of the Washington Post (www.washingtonpost.com/express), is also available for free in the Pentagon.

I suggest using Express and Comprint Publications for three reasons: 1) these papers reach our target market, 2) cost to the consumer is zero, and 3) the price of advertising in Express and Comprint Military Publications is considerably cheaper than the Post or Times. In support of this recommendation consider these two rates: Express rate per column inch: $60; The Washington Post: $430 per column inch.[19] Rates at Express and Comprint Military Publications are expanded below and their rate flyers are appendices five and six. Two of the JMBA competitors advertise in free to consumer papers: George Washington and Georgetown University. As for frequency and timing of advertisements, I suggest the Loyola frequency benchmark of between four and seven placements per week. Our timing must be slightly different than Loyola's, allowing for greater preparation to enroll. I suggest placements in the fall months of October and November to target enrollees and then again in the spring months of May and June to increase awareness among new arrivals; officers move to the D.C. area in the spring.

According to the Express website,

> Express is 28 to 32 page newspaper published and distributed Monday through Friday by a subsidiary of The Washington Post Company (with its own news staff) for a new generation of newspaper readers. Express is

[18] Email from Catherine S. Leidemer, Manager of Communications at the University of Baltimore in February 2004.

[19] Washington Post, "Advertising With The Post", [http://advertising.washpost.com/rates/general/2004/frequency.jsp] 21 August 2004.

> Full-color, tabloid-sized and designed to be absorbed in 20 minutes. Express is available free from eye-catching racks outside all Metro stations, [and in the Pentagon]. For a distinctly young and highly mobile audience, it delivers news and lifestyle features in a condensed, inviting format -- informative, entertaining and fun, and designed to be read in just 20 minutes. Daily fare in Express include short takes on national and world news, including national sports; a heavy focus on local activities, events and entertainment; local classifieds; and a wealth of fun and useful features and columns.[20]

This format fits the needs of busy Pentagon officers. The appearance of the Washington Post logo under the Express logo lends credibility to this paper. Rates for advertising in Express are as follows in Table Four.

Table 6. Express Advertising Rates

Annual Frequency	open	10 times	20 times	35 times	50 times
Insertion within Seven Days	open	2 times	3 times	4 times	5 times
Rate/Column Inch*	$60	$58	$55	$52	$50

*note that a column is 1.875 inches wide

As an example, an advertisement that is 3.75 x 3.75 inches and occurred five times a week placed on an open basis would cost $450.00 (3.75 inches x 2 columns x $60.00 per column inch). Additional rates information is available at http://expressads.washpost.com/rates/index.shtml or by contacting advertising sales representative Bob Keenan at 202-334-6025.

[20] Express, "Advertising With Express", http://www.washingtonpost.com/wp-srv/express/front.html 21August 2004.

Comprint Publications are service specific as seen below in Table 5:

Table 7. Comprint Publications Advertising Rates

Name	Circulation	Target Market
Pentagram	20,000	Army at Pentagon, Fort Meyer and Fort McNair
Beam	15,000	Air Force at Bolling Air Force Base and the Pentagon
Henderson Hall News	4,000	Marine Corps at USMC HQ, Henderson Hall and the Pentagon
Waterline	9,000	Navy at the Washington Navy Yard and the Pentagon

These papers, published weekly, offer information similar to that in the popular nation wide publication, The Army Times. Articles in a recent Henderson Hall News included the results of the local Noncommissioned Officer of the Quarter board, how to improve a marriage and a Chaplains note on patience. Also included were national level news articles on defense appropriations and the upcoming presidential elections. A print at 3.5 x 3.75 inches is $188.00 per paper, per week in the Pentagram; $109.00 in the Beam; $100.00 in the Waterline; and $79.00 in the Henderson Hall News. Advertising Director, Matt Dunigan available at dunigan@gazett.net and 301-670-2539 is most helpful.

Radio advertising is possible on numerous radio stations with various formats. WMAL, News Talk Radio is the Home of The University of Maryland Terrapins (www.wmal.com/). WTOP, Washington's News, Talk and Weather is a popular format with military officers as they commute to and from work (http://www.wtopnews.com/). WETA is an NPR station, a format particularly popular with military officers, especially in the morning (http://www.weta.org/fm/). Whatever radio station is selected, one thing is certain, there is no sense in advertising JMBA between 0800-1630. Between 0800-1630, Pentagon officers are not listening to radios while working.

WMAL 630 delivers news, information, commentary and analysis from highly credible and recognized personalities like Rush Limbaugh and Sean Hannity, as well as major ABC network personalities like Peter Jennings and Sam Donaldson.[21] WMAL can be qualified as a conservative radio station. While Pentagon and military specific listener

[21] WMAL, "WMAL Fact Sheets With Rates", Provided via email by WMAL Staff

statistics are not available, 55 percent of WMAL's listener's are college educated and 22% have a family income in excess of $150,000. WMAL listener characteristics include:

- Spends $150 or more in supermarket & convenience stores weekly
- Owns $100,000 or more in securities
- Invests in stocks, mutual funds, money market funds

Most mid-grade officers, captain to lieutenant colonel, fit this profile. As such WMAL is a good selection for radio advertising. Table Eight below shows the programming, time and rates for advertising. The frequency of radio advertising should also be in line with the Loyola benchmark of at least ten radios spots per week, split evenly between 0500 and 0800 and 1630 and 1800, in 30 second durations. This advertising would cost $4,400.00 per week (5 spots x $480 + 5 spot x $400=$4400). The timing should coincide with the direct marketing and print advertisement: in the fall months of October and November to target applicants in the D.C. area and allow time for GMAT preparation/testing and the application process.

Table 8. WMAL Advertising Rates

Programming	Monday-Friday	Rate Per :60 Sec	Rate Per :30 sec
Early Morning	4:30am-5am	$250	$200
Morning News	5am-9am	$600	$480
Michael Graham	9am-11:45am	$400	$320
Paul Harvey	11:45am-12n	$400	$320
Rush Limbaugh	12n-3pm	$400	$320
Sean Hannity	3pm-6pm	$400	$320
Chris Core	6pm-9pm	$275	$220
John Batchelor	9pm-12m	$200	$160
Coast to Coast	1am-5am	$100	$80
Prime Rotator	5am-7pm	$350	$280

With an open ended budget, extensive radio advertising would be possible. However, we do not have any dedicated budget at this time. Additionally, radio advertisement is less able to target a specific market when compared to the ability of the Comprint publications. Because of this and the cost, radio advertising is not as appealing as print advertisement.

A JMBA website with FAQs, the ability to apply on line, and web diaries describing school life and experiences of current students and graduates is important to the success of this marketing plan. In 2003 and beyond, the world is largely on demand. Information of all sorts is available on demand, at any time of the day or night via the internet. Information about the JMBA should be as well; personal, insightful, relevant information. Currently the NPS and University of Maryland maintain separate websites. I suggest combing applicable data from each of these two sites into one site. This task could be accomplished by NPS and University of Maryland students as a thesis project.

Delivering the JMBA message via the public relations promotion tool is possible and inexpensive. This should occur via our websites and at any opportunity in Washington, such as meetings at the Pentagon or with senior Navy officials during Superintendent's Guest Lectures. The JMBA message must be delivered in conversation, and if possible, a briefing format. The NPS Public Affairs Office may also assist in Public Relations.

Direct marketing, messages in Permanent Change of Station orders and advertising will all create JMBA awareness. The JMBA website, complete with FAQ, will influence the prospects market research in affect a positive JMBA outlook. By developing awareness and shaping the outcome of market research, we will have affected the JMBA consumer buyer behavior and made an applicant from that prospect.

This matrix serves as a summary of the communications channels and marketing communications mix.

Table 9. The JMBA Communications Channels and Marketing Communications Mix

Channel	Occurrence	Frequency	Estimated Cost
College Fair	December	1 x	$1,000
Interviews	As required		coordinate with CF and kiosk
Pentagon Kiosk	October to November	1 x per month	$2000
Order Messages	continuous	continuous	free
Express (print)	October to November	5 x week	$450 x 8 = $3600
Comprint Publications	October to November	weekly	$476 x 8 = $3808
WMAL	October to November	5 x week	$4400 x 8 = $35,200
		Total	$45,608

The plan appears expensive, but it does not represent the best case scenario. The best case would scenario be to practice "flighting" and duplicate the advertising described above twice annually, once in June and July and then again in October and November. That would bring the total cost to $91,216. Given the expensive nature of radio advertising, the likelihood of seeing any radio is low. Eliminating the radio advertising reduces the costs of a single flight to $10,408 and two flights to $20,816. This is a more achievable marketing budget.

F. THE JMBA MESSAGE

I recommend hiring a professional advertising firm to prepare the JMBA message. In lieu of hiring a marketing firm, I suggest the a well formulated message fitting the AIDA model frame work of: gaining Attention, holding Interest, arousing Desire, and eliciting Action.[22] Remembering our position and value proposition…

The NPS / UMD JMBA is the military's MBA in the D.C. area.

To career officers in serving in the Pentagon, the JMBA is the best advanced

[22] E.K. Strong, *The Psychology of Selling* (New York, McGraw-Hill, 1925) p.9.

degree to secure your career-- your best defense-- because it is a top quality, nationally ranked degree with a defense focus that leverages unique military experience, and is relevant now and in an officer's future.

I suggest the following The JMBA message:

You have many years of military service.
Do they equal security for you and your family now or in your future?
The Defense Masters in Business Administration offered jointly by the nationally rated University of Maryland and Naval Postgraduate School will leverage your military experience
and prepare you for civilian life while making you a better officer today…
The Defense MBA is offered on a flexible schedule starting each September and is conveniently located at the Ronald Reagan Center…
Followed by detailed information about where to find more information such as the JMBA website(s), a current print ad or in the Pentagon at an upcoming college fair.

The message should close with

Application to this program is open to active duty military and civilian DoD employees.

An advertisement making these points will cover the necessary who, what, where, when and why and the AIDA format. This message is most suitable for print. In print, readers may not read more than the first line of an advertisement, therefore, the main point must be established quickly, as it is here. Competitors print advertisements address some or all of the following: the flexibility of their MBA programs, the cost as related to tuition assistance, the program's location and, where to access their websites.

In radio advertisement, where the listener is a somewhat captive audience, more time can be taken to lure the listener into the advertisement.

Nothing worth having comes cheaply. Everyone knows that,
but military service members know it better than most.
That is why the Defense Masters in Business Administration is a challenge worth facing.

This MBA, offered jointly by the nationally ranked University of Maryland and Naval Postgraduate School will leverage your military experience and prepare you for civilian life while enhancing your duty performance now.

followed by detailed information about the program and where to find more information.

This advertisement will also cover the necessary who, what, where, when, and why required in an advertisement and meet the AIDA format.

Budget permitting, a professional advertising or marketing agency should be considered for the design and placement of advertisement. These firms have the capacity and funding to conduct market research of advertising appeal. Such market research is beyond the scope of this project.

G. MEASURE MARKETING COMMUNICATIONS RESULTS

Measurement of the marketing communications results can be done via survey at the Pentagon. Awareness should increase as the marketing volume increases. In addition to tracking an increase in general awareness, the following factors should also be considered when interviewing:

1. Where was the message heard or seen?
2. How many times was it seen?
3. What did the message say?
4. What reaction did the message elicit?

Analyzing the factors will guide marketing management to increase or decease advertising in certain channels given their effectiveness or possibly adjust messages based on respondent reaction.

A better measure of end result effectiveness is the number of accepted applicants. In general, an increase in the number of applicants will measure the overall effectiveness of the plan. Requiring each applicant to respond to the questions above enables the ability of tracking the effectiveness of individual communications channels. Applicants should not be the final measure of effectiveness, accepted applicants, those who started

the JMBA program and finally those who complete the program should also be measured. Admissions personnel can assist with this task.

H. MANAGE THE MARKETING PROCESS

This task is currently accomplished by a marketing professor. There is no indication that this situation will change. Because this task is essentially an additional duty for that professor, it is best to keep it simple. Points of contact and a recommended schedule of advertising are provided in this plan. Effort will be required to coordinate the recommended advertising and personal selling. Public relations will be a continuous effort made by many from NPS. The remaining management task is determining the required changes necessary to optimize this plan.

After the initial implementation of this plan the results should be measured as described above. If the proportion of applicants that resulted from a particular communication channel do not equal the proportion of the marketing budget used in that channel, change is required. If the proportion of applicants is greater than the proportion of budget spent on a particular channel, consideration should be given to increasing that channel's portion of the budget. With years of data gathered, it may be possible to determine which communication channel best provides applicants that complete the JMBA. Knowing how these "best customers" learned of the JMBA should guide future years marketing spending.

Market surveillance or maintaining market awareness of the Washington part time MBA market is also required to identify emerging strengths, weaknesses, opportunities and threat. The market cannot be ignored. Unfortunately, the marketing manager must accomplish this task, or it could become an assignment for future students.

V. CONCLUSION

Marketing the JMBA is a difficult task, considering the constraints described in this marketing plan. However, with the motivation level of the NPS GSBPP staff and students, this plan is executable and the marketing objectives attainable.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX ONE: MARKETING REPRESENTATIVE INTERVIEW QUESTIONS AND RESPONDENT SCHOOLS

Questions

1. What school do you represent?
2. What type of MBA do you offer?
3. Where does your military targeted education take place?
4. What does your MBA program cost per credit hour?
5. How do you market your MBA program?

Schools

Troy State

Cameron University- a University of Oklahoma Outreach

Park University

National Louis University

George Mason University

Florida Institute of Technology

Central Michigan University

Webster University

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX TWO: PROSPECT SURVEY

Naval Postgraduate School
School Of Business and Public Policy

This information is used for official study only.

General Information

1. Grade 01 02 03 04 05 06 E1 E2 E3 E4 E5 E6 E7 E8 E9

2. Service Army Navy Air Force Marines Coast Guard

3. Occupational Specialty or Branch _____

Prior Education Information

1. Undergrad Degree From _____ Major _____

2. Undergrad GPA Above 3.0 Below 3.0 If you remember, the actual GPA was _____

3. Other Education _____

4. Did you ever take the GRE/GMAT Yes No If yes, score? _____ (approximate)

5. How much tuition assistance does your service offer $ _____ or _____ %
   None Don't Know

DC Assignment Information

1. Arrival Date _____ Anticipated Duration Of Assignment _____

2. How much advanced notice of this assignment did you have? _____ months

3. Position _____ Location _____

Education Opportunity Information

1. Where would you go for advanced education information? Internet Military Ed Center
   Don't Know Other _____

2. Did you ever hear of Naval Postgraduate School (NPS)? No Yes Where? _____

3. Did you know NPS and U of Maryland have a joint Defense Focused MBA taught at the Ronald Reagan Center on every other Saturday across 33 months starting each fall?
   No Yes Where did you hear about it? _____

4. Does this program interest you?
   No Yes Why or why not? _____

5. What problems do you see, if any, with the program described in 3 above? _____

6. On the back of this survey, please provide any suggestions that you have for increasing the awareness of the NPS and U of Maryland joint Defense Focused MBA.

Thank You Very Much!

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX THREE: SUMMARY OF SURVEY FINDINGS

	Officer Grade	Enlisted Grade	By Service Interested/Total Responded	Bachelors Degree	GPA > 3.0	GPA	Have You Taken The GMAT	Aware Of Tuition Assistance Available	D.C. Assignment Length	Length Of Notice Before Reassignment To D.C.	Do You Gather Education Info From Internet	Do You Gather Education Info From Military Education Centers	Did You Ever Hear of NPS	Did You Know About the JMBA	Are You Interested in the JMBA
Mean or Percentage	4.39	6.43	Army	100%	73%	3.30	0%	40%	39.53	4.33	73%	43%	77%	3%	80%
Median	5.00	7.00	9/11=82%			3.46			36.00	4.00					
Mode	5.00	7.00	Air Force			3.00			36.00	4.00					
Standard Deviation	1.08	1.72	5/9=55%			0.56			15.61	3.84					
Range	5.00	5.00	USMC			1.80			62.00	18.00					
Minimum	1.00	3.00	4/4=100%			2.20			12.00	0.00					
Maximum	6.00	8.00	Navy			4.00			72.00	18.00					
Count	23	7	6/6=100%	30	22	12	0	12	30	30	22	13	23	1	24

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX FOUR: FOUR TYPES OF BUYING BEHAVIOR

	High Involvement	**Low Involvement**
Significant Differences Between Brands	Complex Buying Behavior- eg laptop computer. Applies when product is expensive, bought infrequently, risky and self expressive. Buyer develops beliefs about the product through research, then develops attitudes and finally makes a thoughtful choice. Marketers attempt to shape the outcome of the research in their favor.	Variety-Seeking Buying Behavior- eg snack cookies. Applies when buyers switch brands for the sake of variety rather than dissatisfaction. Buyer has some beliefs about the product, chooses a brand with little evaluation and forms an opinion during use. Marketers try to reinforce habitual behavior if they lead the market by dominating shelf space and with reminder advertising. Competitors offer free samples, discounts and coupons.
Few Differences Between Brands	Dissonance-reducing Behavior- eg new carpet. Applies when the product is expensive, bought infrequently and risky. Buyer shops around and then buys fairly quickly, later experiencing dissonance, questioning the logic of their selection, but stays alert to information supporting his purchase. Marketers attempt to calm this matter with surveys or follow-up calls.	Habitual Buying Behavior- eg salt. applies when the product is low cost and frequently purchased. The selection is made simply by familiarity, not brand loyalty. Marketers attempt to entice new customers with lower prices and promotions.

Source: Henry Assael, *Consumer Behavior and Marketing Action* (Boston: Kent Publishing Co, 1987, p.87 and Phillip Kotler, *A Framework For Marketing Management*, (Upper Saddle River, NJ, Prentice Hall, 2003) pages 120-121.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX FIVE: PROMOTIONAL TOOLS OF MARKETING COMMUNICATION.

Each promotional tool used in marketing communication has its own unique characteristics as the following overview indicates.[23]

1. Advertising- any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor to forge a long-term image for a product. Advertising offers a reason to buy. Examples of advertising include TV spots, newspaper advertisements and billboards.

2. Sales Promotion- a diverse collection of incentive tools, mostly short term, designed to stimulate trial, or quicker or greater purchase of particular products or services by consumers or the trade. Examples include coupons and discounts.

3. Personal Selling- an immediate and interactive relationship between two or more people for the purpose of cultivating a relationship and eliciting a buy response. The intent of this relationship is to create the feeling of an obligation to buy in the consumers mind without being adversarial. Examples include car salesmen and military recruiters.

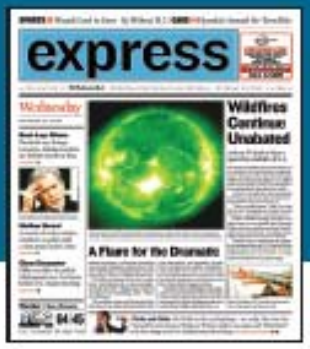
4. Public Relations- a variety of programs designed to protect or promote a company's image or its individual products. Public relations is useful in catching advertisement adverse individuals off guard, thus enabling message delivery. Examples include news stories, speeches and sponsorship of events.

5. Direct Marketing- the use of consumer direct channels to reach and deliver goods and services without intermediaries. Direct marketing is nonpublic, customized, up to date and sometimes interactive. Examples include direct mail, catalogs, telemarketing, websites and kiosks.

[23] Sidney J. Levy, *Promotional Behavior,* (Glenview, IL: Scott Foresman, 1971) Chapter 4.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX SIX: EXPRESS ADVERTISING RATE FLYERS



General Display Rates

Effective January 1, 2004

Commissions: Rates are subject to 15% commission to recognized advertising agencies.

Rates (per column inch)

Annual Frequency	Open	10x	20x	35x	50x
Insertions within 7 days	Open	2x	3x	4x	5x
Rates per Column Inch	$60.00	$58.00	$55.00	$52.00	$50.00

Front Page Tile

Front tile only	$590.00
Tile with ad	$295.00

Color $6 per column inch
No size minimums apply

Premium Position Rates per Column Inch

Back Page	$10.00
Inside Front	$10.00
Page 3 strip	$10.00
Pages 4 - 7	$10.00
Doubletruck	$10.00
Any Specified	$10.00

express
A publication of The Washington Post

For advertising information, contact Bob Keenan, Advertising Sales Director, at 202-334-6025.

General Display Rates

Effective January 1, 2004

Ad Sizes and Deadlines

Acceptable Ad Sizes

Page size: 10" x 12"

5 columns x 12" = 60 column inches

Double truck billed as 10.5 columns

Ads measuring over 10" will be billed as 12"

Minimum ad size is 2 column inches

Columns	Width	Depth (Display Ads)
1 column	1.92"	2 to 10" or 12"
2 columns	3.94"	2 to 10" or 12"
3 columns	5.96"	2 to 10" or 12"
4 columns	7.98"	2 to 10" or 12"
5 columns	10.00"	10 or 12"
Double Truck	20.75"	12"

Ads should be prepared to exact specifications and ordered by designating width in columns and depth in inches (in .25 inch increments). The above sizes may be adjusted during production by approximately 2%. Ads will be billed at the size ordered. In the event that materials are received larger than ordered, Express reserves the right to publish and bill at the larger size.

Deadlines

Day Publishing	Monday	Tuesday	Wednesday	Thursday	Friday
Space Reservation	Fri. 5p.m.	Fri. 5p.m.	Mon. 5p.m.	Mon. 5p.m.	Tues. 5p.m.
No Proof Copy Due and Proof Release	Fri. 3p.m.	Fri. 3p.m.	Mon. 3p.m.	Tues. 3p.m.	Wed. 3p.m.
Copy Due for Proof	Wed. 3p.m.	Thurs. 3p.m.	Fri. 3p.m.	Mon. 3p.m.	Tues. 3p.m.
DAT Material Deadline	Fri. noon	Mon. noon	Tues. noon	Wed. noon	Thurs. noon

APPENDIX SEVEN: COMPRINT ADVERTISING RATE FLYERS

2004 RETAIL ADVERTISING RATES

Comprint Military Publications

MILITARY NEWSPAPERS

	PENTAGRAM STILL SERVING	BEAM TESTER* CAPITAL FLYER	STRIPE JOURNAL THE WATERLINE TRIDENT	HENDERSON HALL NEWS STANDARD
		* BROADSHEET FORMAT		
COLUMN INCH RATE	$26.85	$15.57	$14.37	$11.32

QUICK SIZE REFERENCE CHART

Prices are Per Paper, Per Week, Net to Publisher

Full Page 6 col. x 13"	$2064.46	$1214.74	$1120.74	$882.94
Half Page 6 col. x 6 1/2" or 3 col. x 13"	$1047.23	$607.37	$560.37	$441.47
Quarter Page 3 col. x 6 1/2"	$523.62	$303.69	$280.19	$220.74
Eighth Page 2 col. x 5"	$268.52	$155.74	$143.69	$113.20
2 Col. x 3 1/2"	$187.96	$109.02	$100.58	$79.24

COMBINATION DISCOUNTS

10% Any 2 papers
15% Any 3 papers
20% Any 4 papers
25% Any 5 or more papers

CONTRACT DISCOUNTS

WEEKLY INSERTIONS PER YEAR

5% 6 Times
10% 13 Times
15% 26 Times
20% 52 Times

To qualify for 52 x rate advertisers must run each week plus in two special sections

COLOR RATES

$150 First Color
$100 Each Additional Color
$350 4 Color Process

Retail_ad_Rates_04

COMPRINT MILITARY PUBLICATIONS DEADLINES

Publications	Space Reservations	Copy for Proof	Camera Ready	Distributed
Tester *Real Estate & Automotive*	THURSDAY 5 PM	THURSDAY 5 PM	MONDAY NOON	THURSDAY
The Waterline Journal Tester Standard *(bi-weekly)*	FRIDAY NOON	FRIDAY 3 PM	TUESDAY NOON	THURSDAY
Pentagram Beam Capital Flyer Stripe Henderson Hall News Trident	MONDAY 4 PM	MONDAY 4 PM	WEDNESDAY NOON	FRIDAY
Still Serving/MWR Forecast	15th of the month prior to publication			QUARTERLY

Ads should be submitted by earliest publication deadline.

★ Special Advertising Opportunities ★

- ★ Air Show
- ★ Education Supplements
- ★ Spring & Fall Real Estate
- ★ Apartment Living Guides
- ★ Patient Guides
- ★ Combined Federal Campaign Guides
- ★ Auto Update
- ★ USO Salute
- ★ Wedding Planner
- ★ Senior Living
- ★ Welcome to DC
- ★ Fisher House
- ★ Financial Planning
- ★ Holiday Ideas
- ★ Tricare Health Update
- ★ Business Profiles

In Addition:

- ★ Annual Guides/Directories
- ★ Installation Maps
- ★ Temporary Quarters Directory
- ★ www.DCMilitary.com

Ask your Account Executive about advertising in these Special Focus Publications.

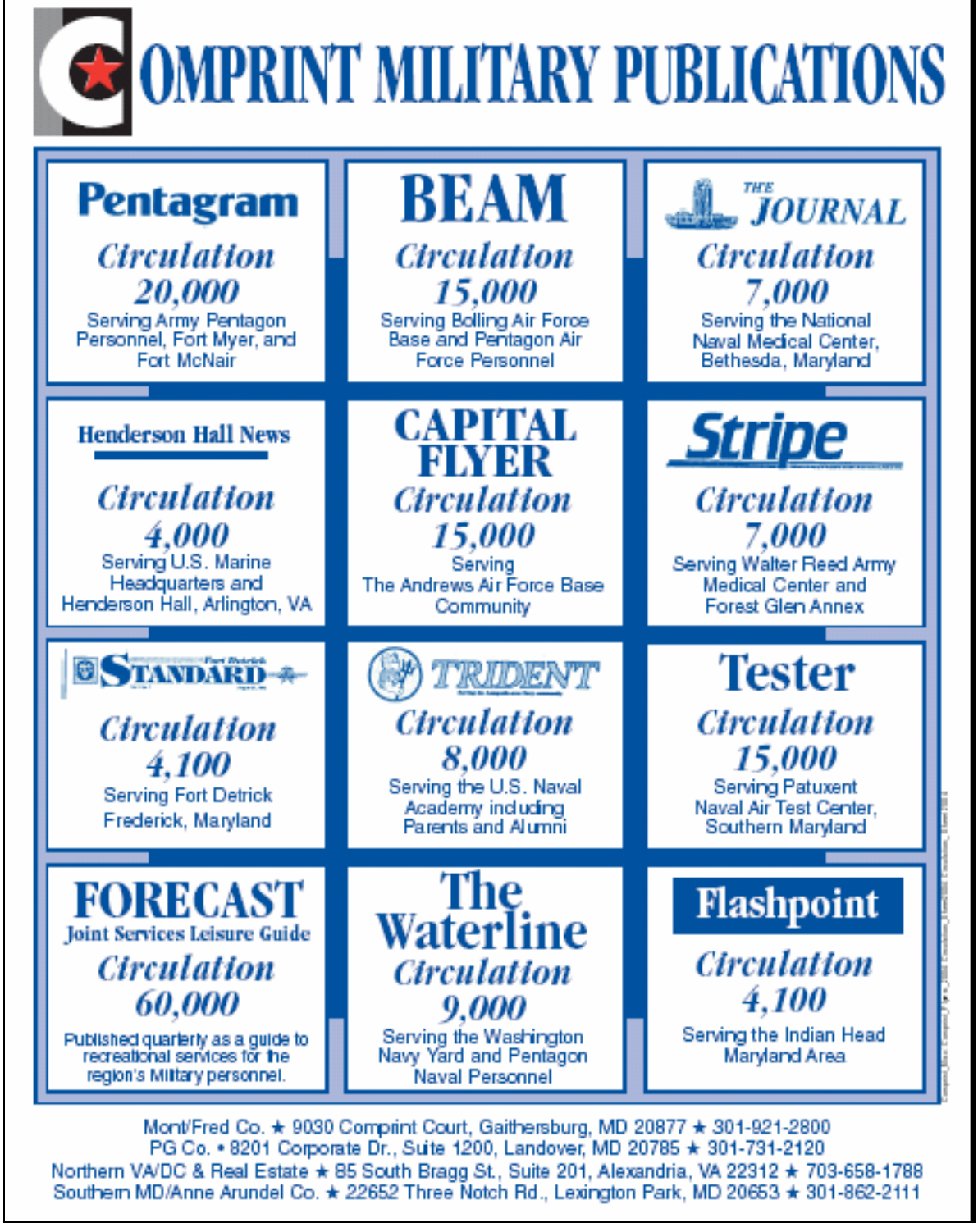
Mechanical Specifications

FULL PAGE IMAGE AREA...
10 5/16" X 13"

1 COLUMN	1 9/16"
2 COLUMNS	3 5/16"
3 COLUMNS	5 1/16"
4 COLUMNS	6 13/16"
5 COLUMNS	8 9/16"
6 COLUMNS	10 5/16"

Miscellaneous

- Inserts should be shipped to: 9030 Comprint Court
  Gaithersburg, MD 20877
  Attn: Military Publications
- Negatives should be right-reading, emulsion side down.
- 85-110 line screen accepted.
- Color ads will run on pages designated for color — special positioning not available.
- Position guarantees — 15% premium charged.


COMPRINT MILITARY PUBLICATIONS
Pentagram
Circulation 20,000
Serving Army Pentagon Personnel, Fort Myer, and Fort McNair
BEAM
Circulation 15,000
Serving Bolling Air Force Base and Pentagon Air Force Personnel
THE JOURNAL
Circulation 7,000
Serving the National Naval Medical Center, Bethesda, Maryland
Henderson Hall News
Circulation 4,000
Serving U.S. Marine Headquarters and Henderson Hall, Arlington, VA
CAPITAL FLYER
Circulation 15,000
Serving The Andrews Air Force Base Community
Stripe
Circulation 7,000
Serving Walter Reed Army Medical Center and Forest Glen Annex
STANDARD
Circulation 4,100
Serving Fort Detrick Frederick, Maryland
TRIDENT
Circulation 8,000
Serving the U.S. Naval Academy including Parents and Alumni
Tester
Circulation 15,000
Serving Patuxent Naval Air Test Center, Southern Maryland
FORECAST
Joint Services Leisure Guide
Circulation 60,000
Published quarterly as a guide to recreational services for the region's Military personnel.
The Waterline
Circulation 9,000
Serving the Washington Navy Yard and Pentagon Naval Personnel
Flashpoint
Circulation 4,100
Serving the Indian Head Maryland Area

Mont/Fred Co. ★ 9030 Comprint Court, Gaithersburg, MD 20877 ★ 301-921-2800
PG Co. • 8201 Corporate Dr., Suite 1200, Landover, MD 20785 ★ 301-731-2120
Northern VA/DC & Real Estate ★ 85 South Bragg St., Suite 201, Alexandria, VA 22312 ★ 703-658-1788
Southern MD/Anne Arundel Co. ★ 22652 Three Notch Rd., Lexington Park, MD 20653 ★ 301-862-2111

COMPRINT MILITARY PUBLICATIONS 2004 SPECIAL SECTIONS

JANUARY

29/30 > RETIREMENT LIVING

Space & Copy > 1/09
Camera Ready > 1/20

FEBRUARY

5/6 > BRIDAL

Space & Copy > 1/16
Camera Ready > 1/27

MARCH

11/12 > SPRING REAL ESTATE

Space & Copy > 2/20
Camera Ready > 3/02

25/26 > SPRING EDUCATION

Space & Copy > 3/05
Camera Ready > 3/16

APRIL

22/23 > WELCOME TO DC

Space & Copy > 4/02
Camera Ready > 4/13

MAY

6/7 > AIR SHOW/OPEN HOUSE

Space & Copy > 4/16
Camera Ready > 4/24

27/28> SUMMER EVENTS

Space & Copy > 5/07
Camera Ready > 5/18

JUNE

3/4 > SUMMER RELOCATION

Space & Copy > 5/14
Camera Ready > 5/25

17/18 > USO SPECIAL

Space & Copy > 5/28
Camera Ready > 6/8

JULY

8/9 > DINING & ENTERTAINMENT

Space & Copy > 6/18
Camera Ready > 6/29

15/16 > AUTOMOTIVE

Space & Copy > 6/25
Camera Ready > 7/06

JULY

29/30 > BACK-TO-SCHOOL

Space & Copy > 7/09
Camera Ready > 7/20

SEPTEMBER

9/10 > FISHER HOUSE

Space & Copy > 8/20
Camera Ready > 8/31

16/17 > TRICARE

Space & Copy > 8/27
Camera Ready > 9/07

OCTOBER

30/1 > CFC #1

Space & Copy > 9/10
Camera Ready > 9/21

07/08 > FALL REAL ESTATE

Space & Copy > 9/17
Camera Ready > 9/28

21/22 > FINANCIAL PLANNING

Space & Copy > 10/01
Camera Ready > 10/12

28/29 > ALZHEIMERS

Space & Copy > 10/08
Camera Ready > 10/19

NOVEMBER

04/05 > CFC #2

Space & Copy > 10/15
Camera Ready > 10/26

11/12 > HOLIDAY IDEAS

Space & Copy > 10/22
Camera Ready > 11/02

DECEMBER

02/03 > EDUCATION UPDATE

Space & Copy > 11/12
Camera Ready > 11/23

24 > SAVINGS GUIDE

Space & Copy > 12/03
Camera Ready > 12/14

APPENDIX EIGHT: WMAL FACT SHEETS WITH RATES

NEWS TALK 630 WMAL WASHINGTON

If You're Talking About it…
We're Talking About It…

630 WMAL NEWSTALK

A WASHINGTON TRADITION

Did you ever wonder how radio stations get their call letters? As a "newborn" station, WMAL got its name the same way we all do from its "father", the station's first owner, Mr. M.A. Leese, on October 25, 1925. The Washington optometrist established the 15-watt station on a 990 kilocycle frequency to advertise his optical and radio set business. In the beginning, the station programmed three nights weekly, but WMAL grew with Washington and changed to a more powerful 630 frequency in 1928 at the tender age of three.

And, oh, how quickly we grew! In 1929,630 WMAL became a CBS affiliate, then joined NBC's "Blue" Network five years later. By December of 1944, 630 WMAL was a powerful ABC affiliate, with an output of 5,000 watts of music, sports and information. Through the next decades, 630 WMAL continued to change with the times and expand.

630 WMAL's tradition of excellence continues today, thanks to an accomplished team of dedicated "behind-the-scenes" individuals and renowned on-air personalities who work together to entertain and inform better than any other station in the Washington area. 630 WMAL reaches the entire metropolitan Washington and Chesapeake Bay regions. It serves the District of Columbia, suburban Maryland and Virginia, and parts of Delaware, Pennsylvania and West Virginia. News Talk 630 WMAL informs and entertains a loyal audience of listeners 24 hours a day, seven days a week, with a lively information, commentary & opinion, listener-participation format.

WMAL remains committed to a tradition of broadcast excellence and market leadership in the most powerful city in the world!

An ABC Owned Station abc

NEWS TALK 630 WMAL WASHINGTON

If You're Talking About it…
We're Talking About It…

The Benefits of Advertising On 630 WMAL

- **High Percentage of Loyal Listeners**

Loyal listener-ship equals results for advertisers because the 630 WMAL listeners trust what they hear and what 630 WMAL says.

- **Programming Environment**

630 WMAL delivers news, information, commentary and analysis making it a destination for listeners where they can actively participate. The effect of this environment means that listeners are actively listening making sure that your commercial is heard.

- **Highest Number of Exclusive Advertisers Among All Stations**

When businesses budget their marketing/advertising dollars for only one station, time and time again, they choose 630 WMAL because they deliver the ROI.

- **Major Personalities…**

WMAL features highly credible and recognized personalities like Andy Parks, Fred Grandy, (AM drive), Michael Graham and Rush Limbaugh (mid-day), Sean Hannity and Chris Core (PM drive)…along with major ABC network personalities like Peter Jennings, George Stephanopoulous, Sam Donaldson and Ann Compton**.**

An ABC Owned Station

NEWS TALK 630 WMAL WASHINGTON

If You're Talking About it…
We're Talking About It…

Coverage Map

630 WMAL…

Where over 404,000 listeners come to hear the whole story and stay listening 9 hours a week.

Arbitron Washington TSA Spring04

The Washington, DC Metropolitan Area and the area covered by 630 WMAL at .5 millivolts per meter or greater (day).

An ABC Owned Station

NEWS TALK 630 WMAL WASHINGTON

If You're Talking About it…
We're Talking About It…

Listener Profile

630 WMAL a leader in the market reaching people who:

- Spend $150+ in supermarket & convenience stores
- Own $100,000+ in securities
- Own vacation homes/rental properties
- Invest in stocks, mutual funds, money market funds
- Have the weekly spending power of $99,000,000+

	MARKET	WMAL AUDIENCE
College Graduate or More	**40.5%**	**55.2%**
Own Residence	**65.5%**	**87.1%**
Live in Single Family House	**53.4%**	**70.5%**
Live in Montgomery Co.	**19.2%**	**30.7%**
Live in Fairfax County	**21.2%**	**33.3%**
Household Income is $150,000+	**14.5%**	**22.9%**
Market Value of Home is $350,000+	**22.7%**	**42.9%**
Market Value of Home is $500,000+	**9.9%**	**18.3%**
Ate in an upscale restaurant in the past week	**9.4%**	**12.2%**
Spent $1,000-$2,499 on internet in past year	**10.8%**	**13.9%**
Spent $1000+ on hdwr/bldg/pnt/lwn/grden	**10.3%**	**13.5%**
Participated in Golf past year	**12.6%**	**18.0%**
Participated in Gardening past yr	**43.8%**	**52.8%**
Visited France/Italy/Spain/Greece past 3 years	**10.8%**	**16.0%**

Scarborough March03-Feb04 A18+ M-Sun 6a-12m

An ABC Owned Station

NEWS TALK 630 WMAL WASHINGTON

If You're Talking About it…
We're Talking About It…

Weekly Programming Schedule

Lifestyle Programming

	WEEKDAYS	SATURDAY	SUNDAY
5AM		ABC Perspective	ABC Perspective
6AM	The WMAL		Paid
7AM	Morning News	Weekend News	Programming
7:30AM			Care for Life
8AM			Weekend News
9AM		Legally Speaking	
10AM	Michael Graham	Ric Edelman	Wise Investors
11AM			Home
11:45AM	Paul Harvey	Paul Harvey	Innovations
12PM		Garden Sense	ABC Perspective
1PM	Rush Limbaugh	Weekend Wheels	Michael Graham
2PM		ABC Perspective	
3PM		Health Line	Taking Care of Business
4PM	Sean Hannity		
5PM		Bob Brinker	Bob Brinker
6PM			
7PM	Chris Core	The Lionel Show	
8PM			Dr. Dean Edell
9PM			
10PM	John Batchelor		
11PM		Satellite Sisters	Matt Drudge
12AM			
1AM		Ric Edelman	
2AM	Coast To Coast		
3AM		Coast To Coast	Coast To Coast
4AM			

An ABC Owned Station

NEWS TALK 630 WMAL WASHINGTON

If You're Talking About it…
We're Talking About It…

PLANNING RATES

630 WMAL Programming	Monday-Friday	Rate Per :60 Sec	Rate Per :30 sec
Early Morning	4:30am-5am	$250	$200
Morning News	5am-9am	$600	$480
Michael Graham	9am-11:45am	$400	$320
Paul Harvey	11:45am-12n	$400	$320
Rush Limbaugh	12n-3pm	$400	$320
Sean Hannity	3pm-6pm	$400	$320
Chris Core	6pm-9pm	$275	$220
John Batchelor	9pm-12m	$200	$160
Coast to Coast	1am-5am	$100	$80
Prime Rotator	5am-7pm	$350	$280
Rotator	6am-12m	$175	$140

630 WMAL Programming	Weekend	Rate Per :60 Sec	Rate Per :30 Sec
Maryland Terps	Mon-Sun	$400	$250
Saturday Mornings	Sat 6am-12n	$175	$140
Ric Edelman	Sat 10am-11:45am	$200	$160
Weekend Wheels	Sat 12n-2pm	$200	$160
Prime Rotator	Sat-Sun 6am-7pm	$100	$80
Rotator	Sat-Sun 6am-12m	$50	$40

:10 Commercials Monday–Friday 5a-9a $150
:05 Sponsorship/Billboards 20% additional charge (:60 only)

An ABC Owned Station

LIST OF REFERENCES

1. Business Week Online, "B-Schools", [http://www.businessweek.com/bschools] 29 April 2004.

2. Phillip Kotler, *A Framework For Marketing Management*, (Upper Saddle River, NJ, Prentice Hall, 2003) p. 65.

3. Training For The Military, "Tuition Assistance", [http://www.training4military.com/tuitionAssistanceOverview.html] 22 October 2004.

4. Paul Gibbs and Michael Knapp, *Marketing Higher and Further Education*, (Sterling, VA, Stylus Publishing, 2002) p. 1.

5. US News, "Top 20 MBA Programs", [http://www.b-school-net.de/MBA_Rankings_International/usnews_2002.htm] 20 June 2002.

6. Chester R. Watson, *Dynamic Competitive Strategy and Product Life Cycles* (Austin, TX, Austin Press, 1978) p. 56.

7. Interview with Ms. Yulia Mullens the Director of Graduate Recruiting at George Mason University's Graduate School of Management in December 2003 at the Pentagon.

8. Email from John F. White, Director of Graduate Business Programs at the Sellinger School of Loyola College in Maryland, in February 2004.

9. Email from Catherine S. Leidemer, Manager of Communications at the University of Baltimore in February 2004.

10. Washington Post, "Advertising With The Post", [http://advertising.washpost.com/rates/general/2004/frequency.jsp] 21 August 2004.

11. Express, "Advertising With Express", http://www.washingtonpost.com/wp-srv/express/front.html 21August 2004.

12. WMAL, "WMAL Fact Sheets With Rates", Provided via email by WMAL Staff.

13. E.K. Strong, *The Psychology of Selling* (New York, McGraw-Hill, 1925) p.9.

14. Sidney J. Levy, *Promotional Behavior*, (Glenview, IL: Scott Foresman, 1971) Chapter 4.

THIS PAGE INTENTIONALLY LEFT BLANK

INITIAL DISTRIBUTION LIST

1. Defense Technical Information Center
   Ft. Belvoir, Virginia

2. Dudley Knox Library
   Naval Postgraduate School
   Monterey, California

3. Professor Becky Jones
   Naval Postgraduate School
   Monterey, California

4. Professor Mary Malina
   Naval Postgraduate School
   Monterey, California